

THE CORNELL HOTEL & RESTAURANT ADMINISTRATION QUARTERLY

This magazine is also indexed by subject each year in its *Bibliography*, published in the August (No. 2) issue.
Volumes 1-12 are available on microfilm at \$6 per volume or \$70 per complete set.

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CHANGE — THE PACE QUICKENS

Computers in Hotels — 1971, *Prof. Thomas M. Diehl*. This article summarizes a study of computer usage in hotels and motels during 1971 and projects some future trends. A glossary of computer terminology is included and also a directory of hardware and software manufacturers. 2-20.

Outlook for the Restaurant Industry, *Jay L. Doty*. Public restaurant revenues are increasing at the rate of 6.5% yearly for about 350,000 establishments. Luxury service restaurants comprise about 20% of total sales and 91% are independently owned. Fast food franchise restaurants exhibit the greatest growth. 20-23.

Where Do We Go From Here?, *Michael Whiteman*. The 1970 economic recession speeded up changes already evident in the restaurant industry: the decline of traditional service restaurants and the increase in the number of middle-priced dinner houses, many of them upgraded coffee shops. The author projects new types of specialty houses, including the "host-prepared" gourmet meal prepared at the table. 24-32.

Tested Quality Recipes — Baked Pork Chops and Stuffed Veal Patties. Insert between 32-33.

Convenience Foods — What is the Score?, *Marshall C. Warfel*. ITT-Sheraton's vice president of food and beverage operations reports that only 8% of the menus served by this large hotel chain are convenience entrees and lists them as to popularity. This company, however, does make extensive use of partially prepared convenience foods. Union contracts preclude extensive use of convenience foods in many cities. 33-38.

A Hospital Converts to Ready Foods, *Charles E. Beyer*. When St. Elizabeth Hospital opened in Omaha, a Ready Foods program had been fully planned by ARA Hospital Food Management. This system enables the hospital to give patients extensive food choice from a restaurant-type menu. The procedures followed in Ready Foods preparation are set forth in detail, along with estimates of payroll savings. 39-46.

Labor Cost and Productivity in Hospital Food Service, *C. King Emma*. This article presents forms and methods for analyzing payroll costs. 47-52.

A Small College Food Service Programs a System for Success. Luther College in Deborah, Iowa, serves 2,000 students on board contracts through a carefully planned convenience food system. Food service workers have been decreased in number but upgraded in jobs and pay. Over 20% of board income is turned over to the college's administration to defray overhead and other costs. 53-59.

Trends in Food Service Facilities *Keith Little, F.F.C.S.* The 1971 president of the Food Facilities Consulting Society explains how members of this organization approach design and planning assignments. He also reports on a Canadian hospital study which compared the complete costs for three food systems — conventional preparation, Ready Foods, and purchased convenience foods — and recommends the last-named system as the least expensive to install and operate. 60-63, 83.

Refrigeration for Convenience Foods, *C. K. Litman*. Presents guidelines for equipment manufacturers to help food service operators save payroll, with the focus on refrigerators and freezers. 64-68.

Freezing Systems for Food Manufacturers. Summarizes the highlights of food-freezing via the blast freezer, liquid nitrogen, and liquid refrigerant immersion. 66-69, 78.

Evaluate Food Heating Equipment, *Cdr. Leslie E. Bond, U.S.N. Ret.* The physical processes of food heating are first reviewed and then the types of equipment currently used by food service operators are summarized. 70-72.

Electrically Powered Field Kitchens, *Robert V. Decareau, Ph.D.* The research and development of U.S. Army Natick Laboratories provide useful information for the food service industry. 73-78.

Distillate Fuel-Fired Kitchens, *Mark E. McCormack*. Energy is becoming one of this century's crucial areas. Research and development of U.S. Army Natick Laboratories may be useful. 79-83.

Carrer Ladders in Food Service, Part III. *Professors Paul L. Gaurier and William Fisher*. The first two parts of this study were published in August 1970. This section presents career progression diagrams. 84-87.

Beef — Some Answers, *Louis Szathmary*. A heavily illustrated article on how to prepare different roasts of beef and serve them. 90-103.

Effective Staff Meetings, *Robert D. Buchanan and Jessie L. Schmidt, Ph.D.* Procedures and follow-up for problem-solving staff meetings. 104-108.

Trouble-Shooting Food and Beverage Operations, *Prof. Matthew Bernatsky*. A well-known restaurant consultant provides guidelines for improving profits. 109-118.

Reviews, 88-89, 119-120.

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RESEARCH ISSUE

Is a Cutback Timely?, *Jerome J. Vallen, Ph.D.* Hotel-motel room rates have risen to an average of \$20 while occupancy declines, and profitability is marginal. Because rates have risen to cover payroll, Vallen suggests the public will accept less service to get lower room rates. 2-11.

Hotel Financing in the Seventies, *Arnold H. Markfield, C.P.A.* The current status of financing through banks, insurance companies, bonds-warrants-rights, and through "condotels" is reviewed. 13-16.

Financing Franchise Systems, *Jay L. Doty*. A vice president of the First National Bank of Chicago tells how he evaluates franchising systems which seek bank loans. 17-22.

The Franchising Game Is Basic Operations, *Bernard Goodman*. A legal review of franchise cases. 23-32.

Identification Quest Continues, *Stephen W. Brener, A. Carmi Gamoran, Jeffrey S. Wilder*. Franchise or chain identification is essential to hotel-motel financing and operation. Included is a summary of the costs and services offered by major hotel-motel franchise groups. 33-37.

Decorative Ice Carving, *Harry C. Gibbons, Jr.* How to design and carry through several simple ice carvings. 38-40.

Tested Recipes for Frozen Cooked Lobster Newburg and Beef Wellington. Insert between 40-41.

Real Protection from Foodborne Hazards, *Roslyn Willett*. Today's problems are the result of 1) more people eating out; 2) more processed foods served; 3) unregulated new foods; 4) atypical microbes; 5) delay in serving developed by new food systems. Management needs better information and stricter controls. 41-45.

Department Stores Gain in Food Service. Department stores in suburban shopping centers find that restaurants can be profitable when they are strategically located within the store. 46-48.

A Bibliography for Hotel and Restaurant Administration and Related Subjects, Katherine Spinney, B.A., B.L.S. This annual compilation provides a key to the trade press for 1970, p. 49-109.

Reviews. 110-111.

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SURVIVAL IN THE SEVENTIES

News and Views. A round-up of addresses and published information on such current topics as Phase 2 of the Wage/Price Freeze, Federal controls between 1933 and 1971, the U.S. Travel Congress, and the National Restaurant Industry. 2-5, 81-84.

Cracks in the Golden Egg. Summary of a report made by the Puerto Rico Hotel Association before the Subcommittee on Labor of the U.S. Senate as to how Federal wage laws and union wage escalation have priced Island hotels out of the tourism market. 6-12, 29.

Air Travel in the Seventies, Blaine Cook. The annual 14-16% growth of the airlines during the past twenty years can be attributed to: 1) substitution of airline for railroad travel; 2) jet technology which reduced fares and encouraged more travel. Growth will be slow in the years ahead and services must be cut to reduce airline deficits. 13-18, 29.

Trends in Guest Room Design, Warren M. Cole and Prof. Paul R. Brotman. This study reports the findings of three surveys: 1) new properties built or under construction; 2) floor plans and reference books; 3) trade publications. The results are presented in four easy-to-use tables. The conclusions are that guest rooms are being made larger to provide more living space and that bathrooms and furnishings are also being upgraded. 19-29.

Key Space "Credentials," Marilynn Motto, N.S.I.D. New materials are available for hotel-motel guest room renovation and new construction. A chart for room furnishings and finishes and for bed sizes is included. 30-32, 44.

Tested Frozen Cooked Entrees: Chicken Cacciatoro and Spaghetti Meat Sauce. Recipes also for Veal Cutlets in Olive Sauce, Veal Holstein, Veal Chop Creole, and Roulades of Veal. Insert between 44-45.

Air Fare — A complete convenience system, Philip J. Parrott. Continental airlines serves 40 million people annually by utilizing manufacture-produced convenience foods. Significant savings have been realized in airport space and payroll. 33-44.

Putting It All Together, Richard Flambert and Wid Omar Neibert. The Anchorage International Airport in Alaska has sophisticated restaurants and bar lounges. All materials were shipped in and assembled on a tight time-schedule. Cost per seat, under \$525. 45-52.

The Japanese Restaurant Industry, M. H. Matsusaki, Ph.D. and John W. Stokes, I.S.F.S.C. Japan has a greater number and variety of restaurants than United States. This article presents the 11 major types of food services and describes the highlights of each type. 53-60.

A Market Worth Cultivating, William Scholz. Blacks have good family incomes, like to travel first class, and are a market which should be actively promoted and cultivated. 61-62, 68.

Hilton International's Go Plan, Neil W. Ostergren. In the Caribbean, Hilton International promotes a set guest charge per day but permits guests to use part of the cost to spend as they please, not for set meals. The plan has also been adopted for their hotels in Mexico. 63-68.

The Key to Survival and Growth, Frederick H. Antil. For growth, a company must depend upon employee development. A chart for a model training operation is included. 69-75.

Six Simple Thefts, James H. Barrett, C.P.A. Hotels and motels should establish internal controls to avoid thefts. Six case studies are presented. 76-78.

Pousadas of Portugal, Donald E. Lundberg, Ph.D. Portugal encourages tourism by developing state-owned inns near museums and historic structures and leasing them to operators. 79-80, 44.

Marketing Today's Product. Today's inventor finds it difficult to finance a prototype and test-market it despite market needs. 85-86.

Review. 87-92.

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OPERATING IN THE NEW ECONOMY

News and Views — Implications of the New Economy on the Hotel and Restaurant Industries and Other Developments. 2-7, 80-83.

How USTS Promotes Travel from Abroad. The U.S. Travel Service was authorized by Congress in 1961 to promote travel from foreign countries. The initial budget was small but this has been increased to permit the U.S.T.S. to work with transportation and state agencies on a scale similar to that of other tourism nations. The U.S. travel deficit in 1971 was about \$2.5 billion, a gap which could be closed.

A New U.S. National Travel Data Center, Somerset R. Waters. The Discover America Travel Organization plans to establish a center for researching domestic travel and to develop a National Travel Product which will provide meaningful statistics on a national and regional basis. 8-10.

Resort Hotel Condominiums — Legal Problems of a Developing Trend, Roger H. Thompson, J.D. Major companies such as Rockresorts and Marriott are building resort hotel condominiums, along with many smaller organizations. These projects are typically subject to S.E.C. regulation and state real estate rules. 15-19, 32.

Design of Resort Hotel Condominiums, Herbert W. Riemer, A.I.A. Owner's apartments must be properly designed to attract resort rentals and the entire complex must be planned to take advantage of scenic views and provide ready access to services. 20-26, 32.

Major Sales Demystified, William H. Kaven, Ph.D. The initial sale of large projects begins among top level executives in both organizations, who maintain "social" contacts thereafter. The sales representative, backed by top executives, services the sale on a continuing basis and he becomes the "intelligence" man for new sales. 27-32.

Tested Quality Recipes: Pork in Pepper Sauce (frozen cooked entree); Salisbury Steak; Pork Leg, French Style; Pork Noodle-and-Cheese Casserole; Pork Chop, Fermier; and Pork Chops with Horseradish. Insert between 32-33.

Marketing the Full House, C. DeWitt Coffman. Three chapters from a new hotel-motel book are presented. Marketing is defined as an operating format for success. Owners and/or managers should participate with sales promotion personnel in developing a marketing blueprint and in supervising profitable performance. 33-63.

Why Tourist Travel, Donald E. Lundberg, Ph.D. Part II of an article, continued from February 1971. 64-70.

Alphabet for the Effective Manager, James J. Cribbin, Ph.D. The rules for good applied management are summarized alphabetically. 71-74, 79.

Executive Development in the Hotel-Motel Industry, Anthony W. Gotsche, Ph.D. A desirable format for executive development is established, after which the author reports the progress being made by hotel companies in achieving this goal through corporate training programs. 75-79.

1972 Federal Tax Advantages, John D. Lesure, C.P.A. Inducements offered business to expand are briefly summarized. 79.

Reviews of New Publications. 84.

